

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
RFP NO. 2013-14
UMC Master Plan**

August 22, 2013

ADDENDUM NO. 2

Questions and Answers

- Q1 Are the Business Analysis and Financial Assessment to address the financial condition of the institution and how it can be improved?**
- A1 UMC believes that these assessments should be considered as part of the scope to meet the intent of the RFP.
- Q2 Are the Business Analysis and Financial Assessment to determine what the institution's capital funding capabilities are, based on its current and projected financial performance?**
- A2 Yes, as well as to gain knowledge to better adapt to the changing in-patient healthcare delivery business model; this analysis will ultimately affect the mid-term and long-term aspects of the Master Plan.
- Q3 What are specific goals and objectives for Market Assessment?**
- A. Does this refer to payer market structure / characteristics?**
- B. To market opportunities for generating additional revenues through development of select niche programs? Through changes in pricing strategies?**
- A3 See response to Question 3.
- Q4 What are specific goals and objectives for Marketing Strategies?**
- A. Is the intent to evaluate cost-effectiveness of current marketing / PR activities based on industry benchmarks?**
- B. Is it to identify additional / alternate strategies targeted at increasing market share / revenue?**
- A4 (a) No. (b) Yes, and how the current model can be adapted (if needed) to conform to the Master Plan.
- Q5 What are specific goals and objectives for Prospective Financial Data?**
- A. Is the expectation to prepare projected financial proformas reflective of anticipated financial performance under different FMP development scenarios?**
- B. If yes, what is the level of detail expected?**
- C. And what will such projected proformas be used for?**
- A5 To identify changes to the current business model in relation to payer mix, ACA, etc. and their effects or expectations of effects based upon the changes in the financial model as it relates to the Master Plan.
- Q6 Who do you consider your peer institutions to be, for purposes of benchmarking case studies?**

A6 The following list of institutions were identified in a NAPH survey conducted in 2010 as being part of UMC's peer group:

- Alameda County Medical Center
- Denver Health
- Cook County HHS – The John H. Stroger, Jr. Hospital of Cook County
- Truman Medical Centers
- Grady Health System
- Hennepin County Medical Center

Q7 Do the following items count against the 50 page response limit?

A. Cover, tabs, and table of contents.

B. Financial Statement Provide financial statements that reflect PROPOSER's financial ability to complete this project. (Proposers that fail to provide financial information may be deemed non-responsive)

C. Documentation Samples Provide samples of the documentation formats that will be used to complete the project.

D. Disclosure of Ownership/Principals PROPOSER must complete and submit the attached Disclosure of Ownership/Principals form with its proposal.

A7 The 50 page limit for the Proposer's response does not include any required forms the RFP is requesting (i.e. – not to include the tabs, Ownership Disclosure form, Certificate of Insurance, etc). Additionally, the Proposer may choose to use both sides of each page in their respective proposal, which will allow 100 pages of information to be provided on 50 individual pages.

Q8 Will there be an federal funding involved in the payment for the master planning effort that would require specific accountability requirements, documentation or reporting that the proposer would be required to provide?

A8 UMC is not currently aware of any funding available at this time for use in the Master Plan. If during the genesis of the Master Plan this type of funding becomes available, then UMC expects the finalist(s) to be able to address any additional tasks required to meet the funding requirements as additional scope separate from the original contracted scope.

The RFP Opening date of August 30, 2013; 2:00:00 p.m. remains unchanged.

Should you have any questions, please contact me at (702) 207-8291 or via email at larry.silver@umcsn.com.

Issued by:

Larry Silver
Contracts Management

Attachment(s): None
cc: None